ADAPTIVE LEADERSHIP AND THE POSITIVE DEVIANCE APPROACH
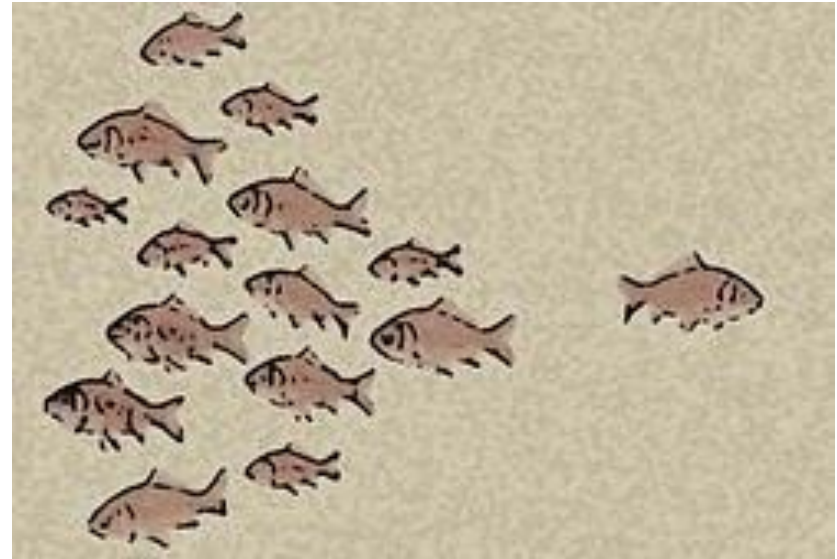
AICS Palestine mission
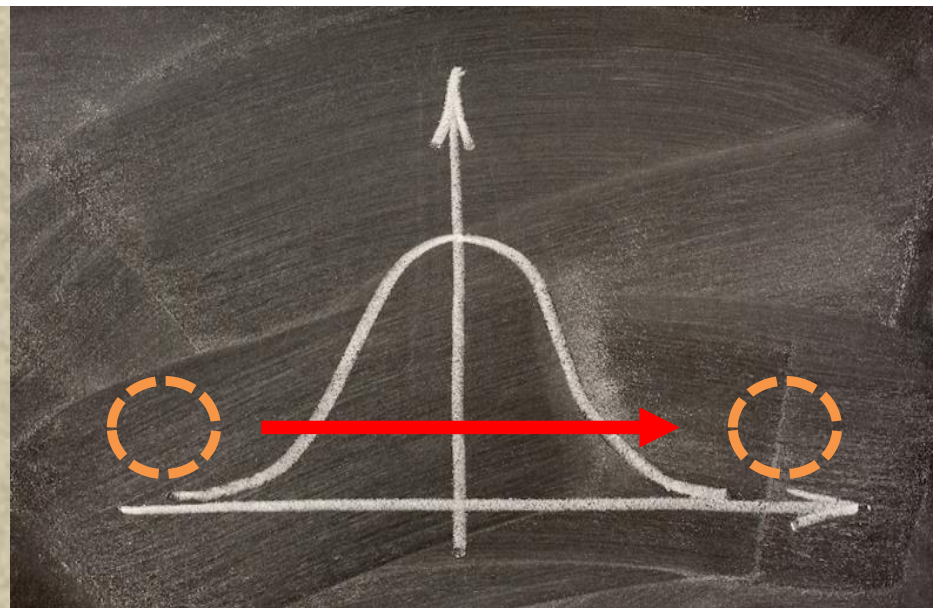
March, 2019.

Welfare Improvement Network

ITALIAN AGENCY FOR DEVELOPMENT COOPERATION

CONTENT

- The Positive Deviance Approach

- The nature of complexity and complex problems and its implication for leadership

- The Adaptive Leadership Model

THE POSITIVE DEVIANCE APPROACH

POSITIVE DEVIANTS

In all communities there are individuals or groups, whose unusual behaviour makes it possible to find better solutions to problems than their peers – though they have the same constraints and resources
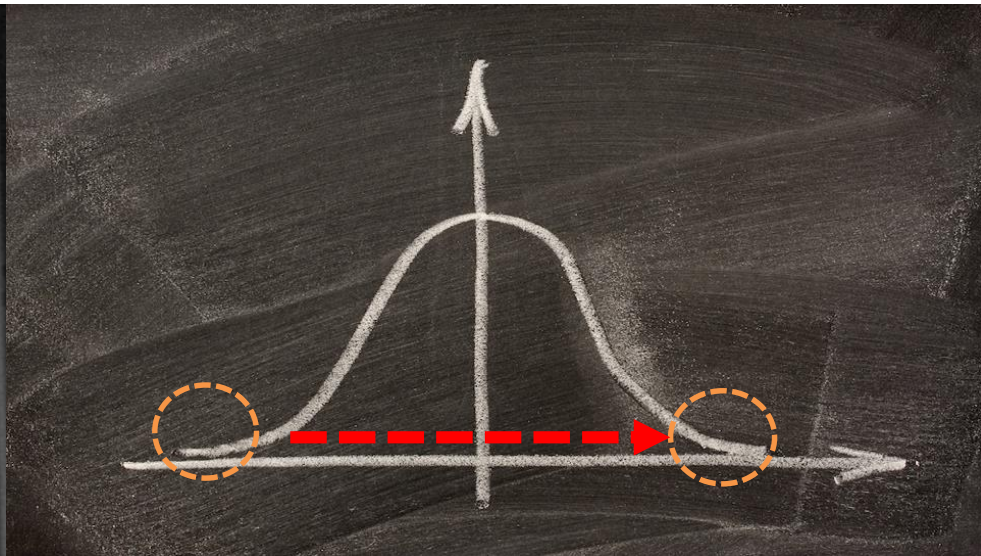
WORLD MAP AND PD IN NUMBERS

Total lives impacted: 30 million

Number of projects: 100 +

Number of countries: 50 +

INNOVATION TO END VIOLENCE AGAINST WOMEN IN MOLDOVA

#1: WE FLIP AND ASK IF SOMEONE IS ALREADY PERFORMING BETTER THAN THEIR PEERS

2: IF IT IS ABOUT ME NOT WITHOUT ME

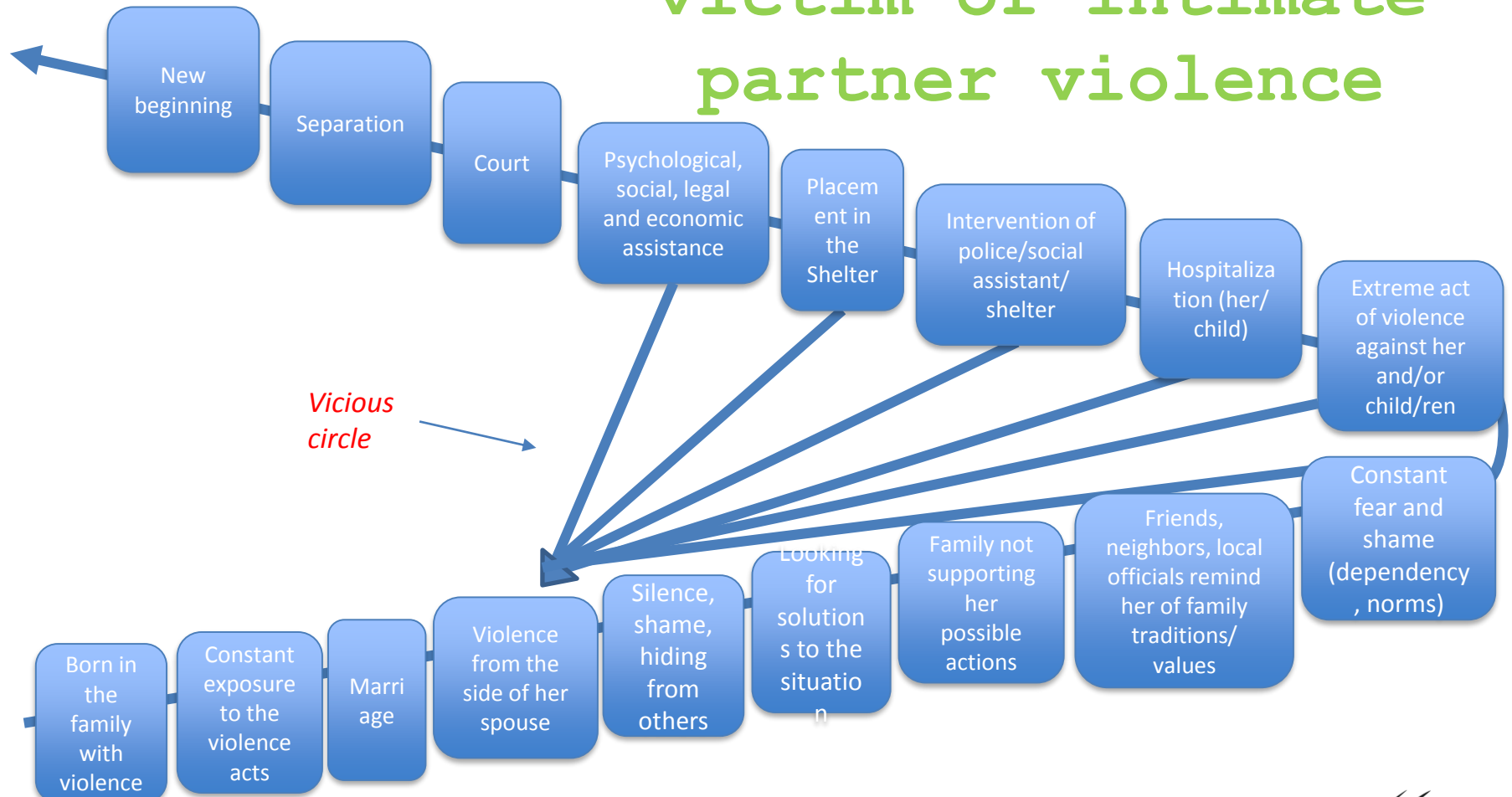# # 3 : DISCOVER THE WHAT AND THE HOW

4: ACT OUR WAY INTO NEWS WAYS OF THINKING

5: DATA AND METRICS OWNED AND MONITORED BY COMMUNITIES

Example: user journey of the victim of intimate partner violence

New beginning

Separation

Court

Psychological, social, legal and economic assistance

Placement in the Shelter

Intervention of police/social assistant/ shelter

Hospitalization (her/child)

Extreme act of violence against her and/or child/ren

Vicious circle

Constant fear and shame (dependency, norms)

Born in the family with violence

Constant exposure to the violence acts

Marriage

Violence from the side of her spouse

Silence, shame, hiding from others

Looking for solutions to the situation

Family not supporting her possible actions

Friends, neighbors, local officials remind her of family traditions/ values

win
Welfare Improvement Network

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION

RESULTS IN DROCHIA

Number of survivors

529

177

Jan-Jun   Jul-Dec

■ 2016

600
500
400
300
200
100
0
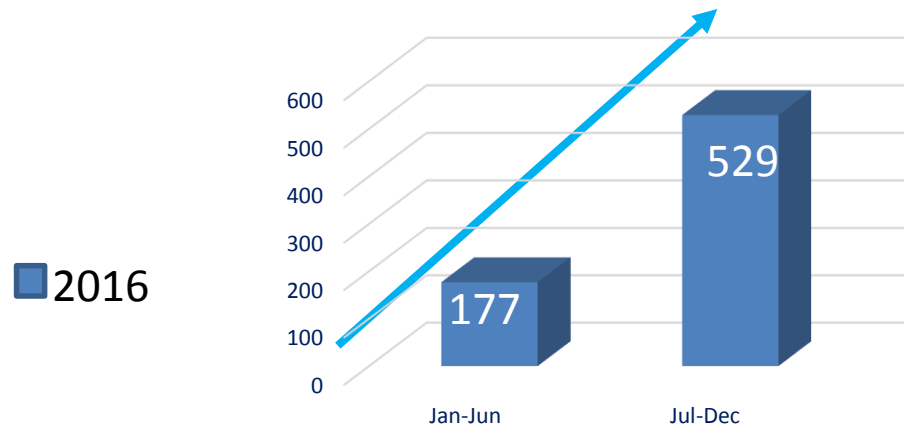
NGO assisted court cases

42

8.5

Jan-Jun   Jul-Dec

50
40
30
20
10
0
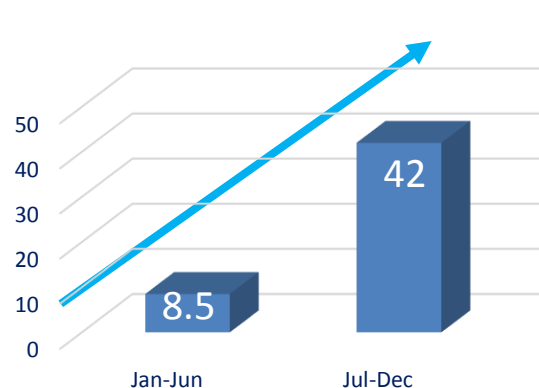
Number of support groups

24

0

Jan-Jun   Jul-Dec

25
20
15
10
5
0
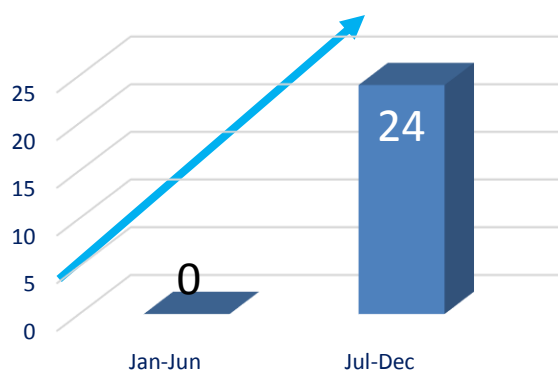
Number of cases referred by police

38

7

13

Jan-Jun   Jul-Dec

40
30
20
10
0

WIN
Welfare Improvement Network

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION
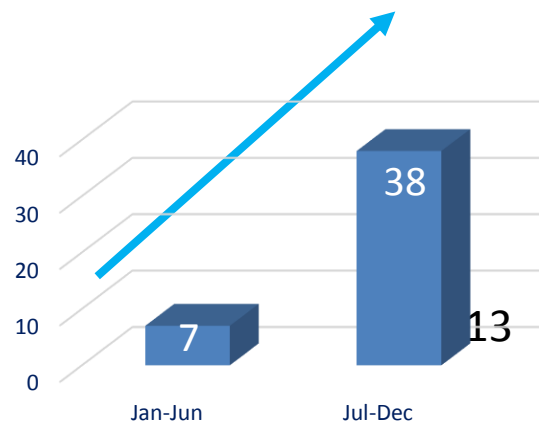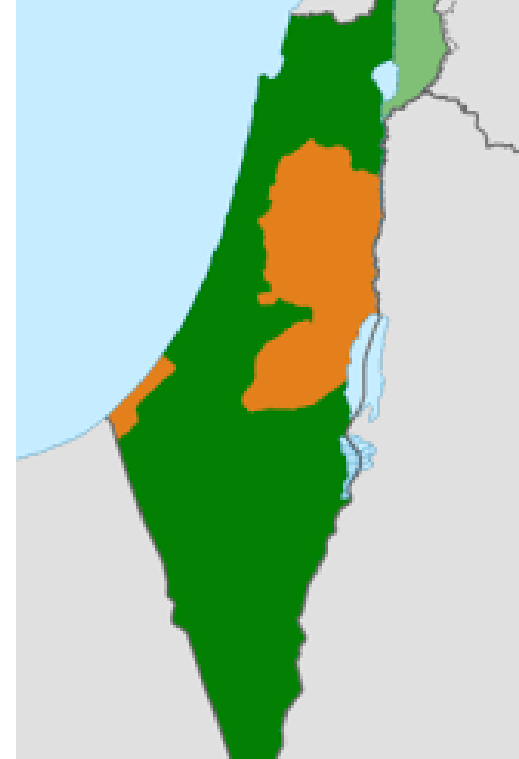
PD in Palestine

1. UNICEF, Palvision: reducing violence in secondary school in East Jerusalem
2. UNDP, Al Fakhoora Dymanic Futures Progamme (Gaza): young community leaders
3. UN Habitat: local urban planning committee (WB)
4. UN Women, NDC: Men and boys for gender quality (Gaza and West Bank)
5. UN Women: Decent work – women entrepreneurs (Gaza and WB)
6. UNODC: Youth and sports (WB)

win
Welfare Improvement Network

PD in Palestine

Girls and sports

Local planning council

Decent work

Bullying/ violence   in scho[ol]

Men and boys for gender equality

Young community leaders

win
Welfare Improvement Network

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION

4 stages in the PD inquiry process

1: Picking the right problem (define)

- A number of wicked challenges are present and there is a need to (re)frame, so the relevant communities agree on the problems that need to be address during the inquiry process.
- Formulating an invitation so people can join the inquiry process and considering who else should be at the table.
- Community members work on defining (reframing) concrete and measurable problem statements and decides what problems to work on.

2: Determining the norm (determine)

- Mapping typical situations in order to be able to determine the deviant behaviours in stage 3.

3: Discovering the deviant behaviour (discover)

- "Flipping" the problems and ask if there is anyone, who has behaviours that work well?
- Looking for social proof.
- Investigating the "what and the "how" in what these people do.

4: Training and implementing the deviant behaviours (disseminate)

- Deciding on data points that should be monitored to ensure progress.
- Acting our way into a new way of thinking by letting the positive deviants train their peers.
- Leadership training and reflection to ensure sufficient staff support.

THE PD TEST

- The problem is behavioral (somebody doing or not doing it)
- It is possible to work on finding solutions.
- It is doable – structures, legislation, regulative etc. cannot be changed with PD
- The problem is specific/ concrete
- The problem is measurable
- We can say "yes" or "no" to whether we experience the problem or not

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION

THE NATURE OF COMPLEXITY AND ITS IMPLICATIONS FOR LEADERSHIP

Keith Grint – problems, problems and problems

	Critical	Technical	Complex
Role	Commander	Manager	Leader
Task	Take decisions and find solutions in crisis situations	Plan the right process, so the problem can be solved	Ask the right questions and invite partners
Space	Tactical	Operational	Strategic
Time frame	Short	Medium	Long
Power	force	Calculating	Normative
Motto	"Just do it – don't think"	" I have ssen this type of problem before and know a process that can help solve it"	"I have never seen this type of problems before and need a joint assessment of what is needed to solve the problem"

THE GOOD AND BAD NEWS….

The components of a complex-adaptive system self-organize and new solutions and forms emer[ge] spontaneously.
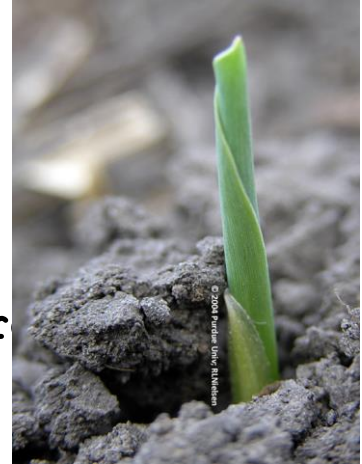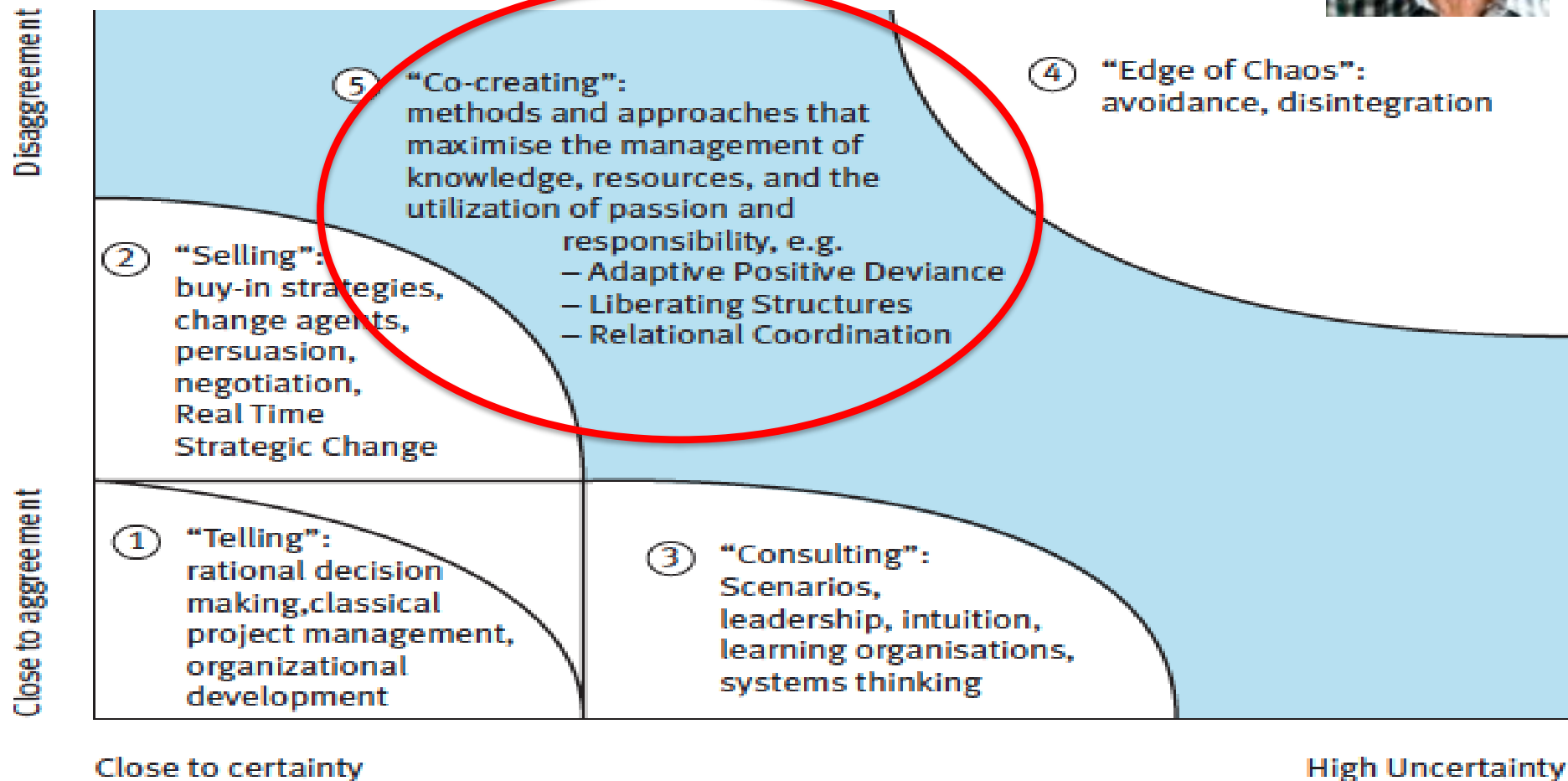
- Living systems cannot be controlled, but only 'disturbed' in order to move in the desired direction.

- Naturally ordered principles exist in the system. In organizations one needs to consider: basic assumptions, deeply rooted values and cultural DNA too.

- If change leaders have an understanding of this, then their adaptive work principles can decrease the need for control, monitoring, follow up and detailed implementation.

THE COMPLEXITY ZONE: THE RALF STACEY MATRIX

Figure 1. Stacey/Zimmerman Agreement/Certainty Matrix

(5) "Co-creating":
methods and approaches that maximise the management of knowledge, resources, and the utilization of passion and responsibility, e.g.
– Adaptive Positive Deviance
– Liberating Structures
– Relational Coordination

(4) "Edge of Chaos":
avoidance, disintegration

(2) "Selling":
buy-in strategies, change agents, persuasion, negotiation, Real Time Strategic Change

(1) "Telling":
rational decision making, classical project management, organizational development

(3) "Consulting":
Scenarios, leadership, intuition, learning organisations, systems thinking

Disagreement

Close to aggreement

Close to certainty

High Uncertainty

Source: Jeff Cohn, Wicked Leadership for Wicked Times, Leading Healtcare in Complexity, p. 56. 2015

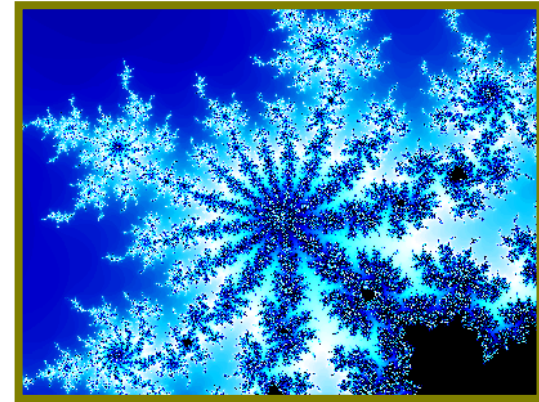# OUR MENTAL MODELS DEFINE THE PROFESSIONAL CHALLENGE

Organisations as machines
(Industrial society)

People = Human resources

Change involves:
A clear strategy to be executed
and disseminated (subject/object),

Leaders and managers are in
control – uncertainty equals
weakness

Organisations as networks/ecosystems
(knowledge society)

People = Human
beings
Change involves:
Dialogue, sense-making(subject/subject)
and awareness of new positive behaviour
emerging

Leaders and managers
facilitate something new.
Ability to contain uncertainty
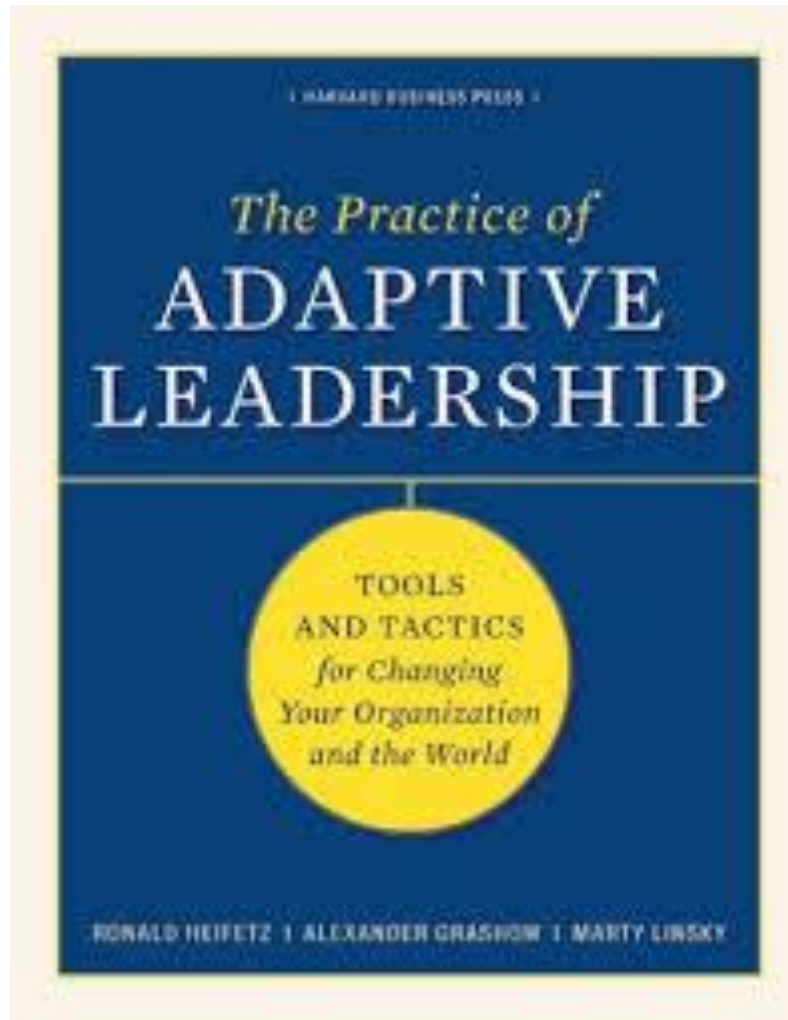in a constructive manner is a
key strength. In charge but
not control…

win
Welfare Improvement Network

ITALIAN AGENCY FOR DEVELOPMENT COOPERATION

CHANGE MANAGEMENT VS. CHANGE LEADERSHIP

	Change Management	Change Leadership
Applicable when	• There is agreement about the nature of the problem and possible solutions	• The problem is wicked, i.e. not clearly defined and only partial solutions present themselves
Focus	• Problem analysis • Cause and effect	• Assets and possibilities • Evolving not linear thinking
Possible actions	• Aligning plans and interventions with strategy • Implementing change by effectively communicating to relevant stakeholders	• Identifying emerging patterns and positive behaviour • Disseminating and amplifying positive behaviour • Empower relevant networks and communities
Driven by	• Experts • Logic • Best practice • Management	• Peers • Learning and experimentation • Already existing solutions • Employees, citizens, leaders on all levels
Pay attention to	• Sustaining a sense of urgency • Monitoring progress	• What's already working • What can engage the community

win
Welfare Improvement Network

ITALIAN AGENCY FOR DEVELOPMENT COOPERATION

THE ADAPTIVE LEADERSHIP MODEL

10 ADAPTIVE LEADERSHIP PRINCIPLES

1. Frame the adaptive challenge – what needs to change

2. Formulate vision – create hope for the future

3. Get on the balcony - and out on the dancefloor

4. Give work back to the people

5. Regulate distress

6. Orchestrate conflict

7. Protect the silent creative voices from below

8. Maintain disciplined attention

9. Find partners and think politically

Adapted after Ronald Heifetz and Richard Pascale

10. Establish and maintain supporting structures

win
Welfare Improvement Network

THE ART OF ASKING GOOD QUESTIONS

- Open-ended
- Curiosity
- Acknowledge
- Neutrality
- Listen actively
- Pause and see what happens
- Establish trust and confidence
- Avoid being an expert
- Ask for how, what and why people behave like they do
- Beware of pre-understandings
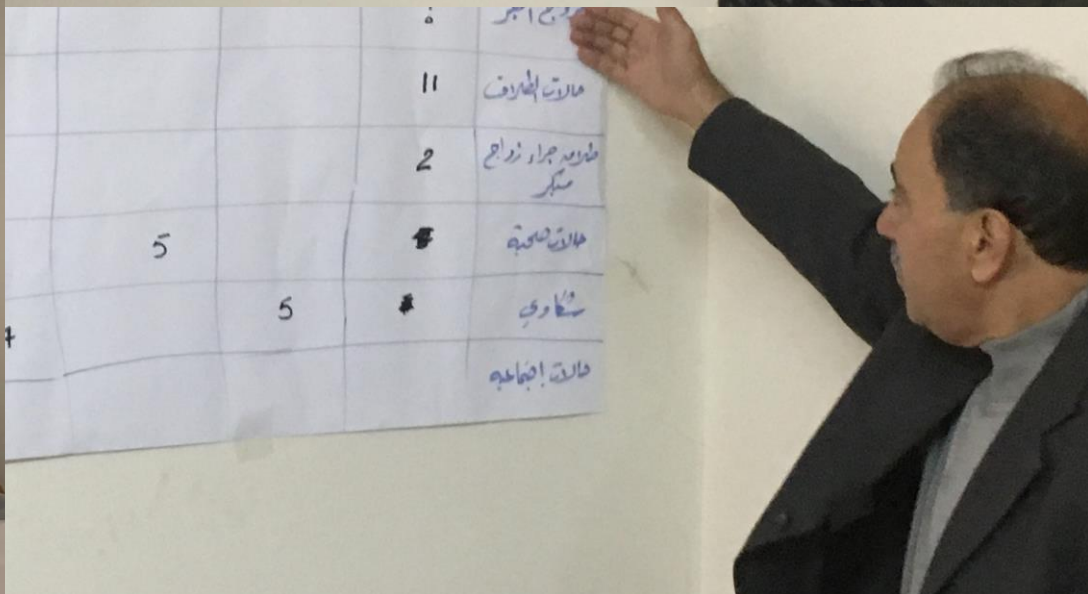- Sum up along the way
- Repeat questions

WIN
Welfare Improvement Network

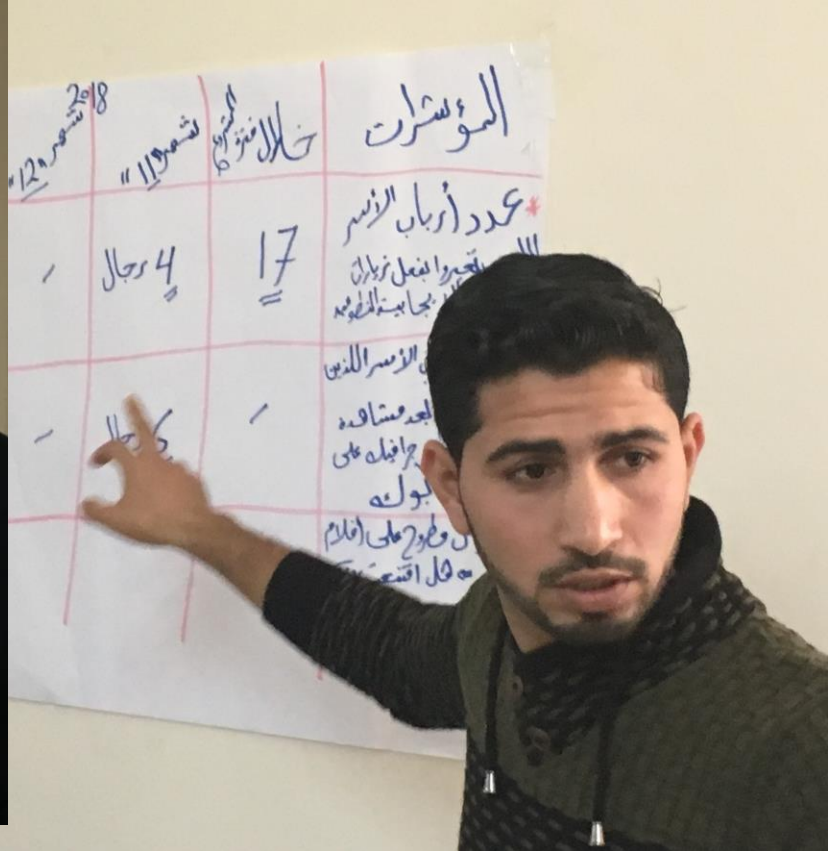ITALIAN AGENCY FOR DEVELOPMENT COOPERATION

Q's for discovering PD behaviours

- Who?

- What?

- How?

- With whom?

- When?

- Why?

win
Welfare Improvement Network

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION

PD INTERVIEWS

- Ask community members how they see the problems: 'what keeps them awake at night?'
- What do most people in the community do?
- What does a normal situation/ day looks like?
- How do most people behave?
- What are the usual practices?
- Why do people behave like they do?
- Is there anyone behaving and practicing differently in a more successful way?
- What behaviours already exist that work well?
- What, how and why do they do what they do?
- Ask the PDs to show you how they do things?
- Ask people: 'who else should be part of this conversation?'
- Beware of and avoid "true but useless" practices – positively deviant behaviours that others cannot learn from.
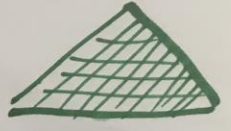
Community scorecards

رسائل التحقق	شهر "10" 2019	شهر "12" 2018	شهر "11"	خلال الفترة الزمنية	المؤشرات
تقارير النماذج الإيجابي	-	-	4 رجال	17	* عدد أرباب الأسر اللذين تغيروا بفعل زيارات النماذج الإيجابية المطلوبة
كتابة (استقبال على صفحة الفيس بوك)	-	-	3 رجال	-	* عدد أرباب الأسر اللذين أجابوا بنعم لجعل مشاهدة أفلام الموشه جرافيك على صفحة الفيس بوك
					* مسؤال وطرح على أفلام الموشه ـ هل اقتنعت بفكرة مشاركة الزوج الزوجه في المنزل وتربية الأبناء

Community scorecards

✚	④	③	❓	①	🔺
		O			رجال الدين
	O				رجال الإصلاح
			O		آباء عادة
				O	صناع القرار

PD, M & E and upscaling

M&E at multiple levels

INVOLVED PARTIES AND THEIR DYNAMICS

Media exposure

Society

UN system

Innovation teams

Communities
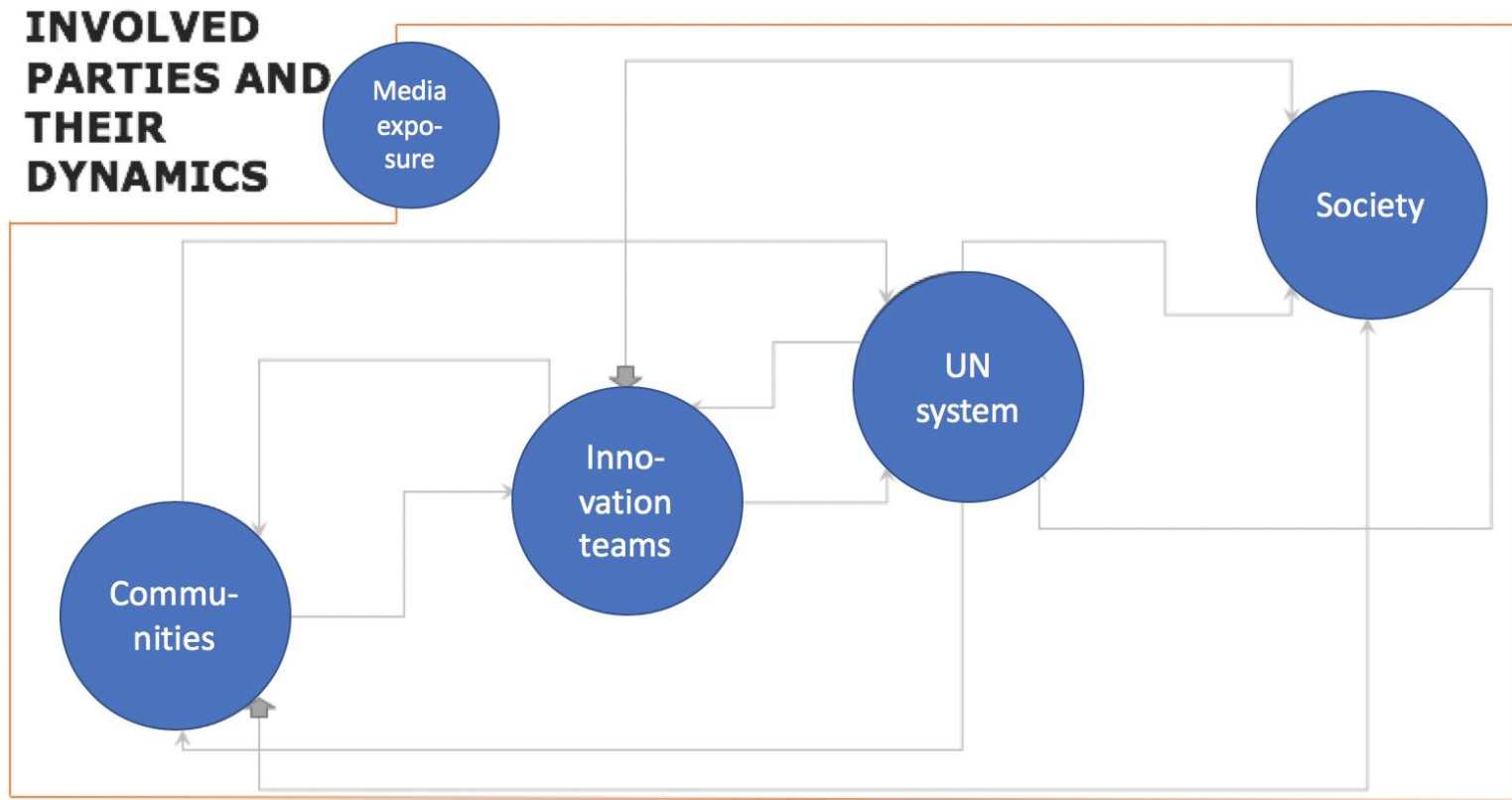
Inspired from Geels, F. W. (2004): From sectoral systems of innovation

Complexity & Measurement

In life and innovation efforts, failure and success are not simple things. In games and sports it is easy to tell who won and lost because:

– Goals are clear and unchanging

– The time and field of play have clear boundaries

– Rules of engagement and scoring do not change in the course of the game

– When ambiguities arise, there is a judge to make the final decision

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION

3 forms of evaluation

Summative	Formative	Developmental
• Quantitative • Assessment • Quantitative metrics • Deviation • Cost-benefit • Objectivity • Neutral/ independent • Generalization • Best practice	• Qualitative • Feedback • Improvements • Correct mistakes	• Learning (double-loop) - what works? • Adjustments • Joint ongoing evaluation • Guiding actions and adjustments • On-going decision-making • Emergent interventions

Based on Patton, M.Q (2011): Developmental Evaluation, chapter. 2

win
Welfare Improvement Network

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION

An Innovator's Fine Balance

Innovators manage in two directions: "vertical" leadership to maintain administrative support for their program; and, "horizontal" leadership to spread their innovation.
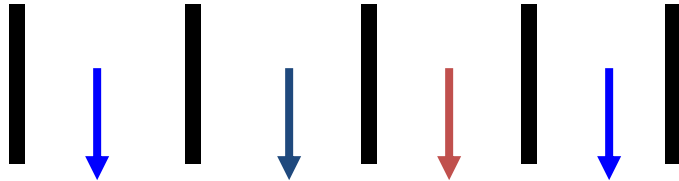
Vertical, Hierarchical Orientation

- Participants respond through the chain-of-command
- Participants narrow objectives to solve discreet problems & achieve pre-determined outcomes
- Information flows through formal channels & disciplines
- Individual accountabilities, rank, & job descriptions are emphasized
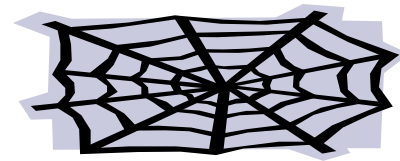
Horizontal, Network Orientation

- Participants seek out expertise, not rank, in informal social networks
- Participants are reluctant to oversimplify complex challenges, seeking outcomes different and better than expected
- Information flows freely across "territories" & "silos"
- Leaders and followers switch roles easily

Measure, support and balance both views

Progressive Evaluation

Innovators rarely expect stillness. They want an evaluation approach that supports ongoing change and adaptation. Progressive evaluation should:

– Create short-term, flexible goals

– Help stakeholders discover *positive deviance* (helpful variation) in their organization or community

– Guide creative advances

– Support rapid responsiveness

– Amplify internal accountability to a shared purpose

– Help illuminate what is possible or desirable in this moment in time

– Reveal principles for design and development (not a pat formula or best practice)

Comparing Approaches
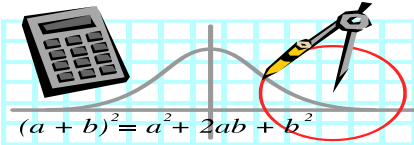
Conventional <><><><><> *Progressive*

- Renders definitive judgments of success or failure (often at the end of a project)
- Positions the "objective evaluator" outside the process
- Reveals linear cause-effect explanations or models
- Aims for generalizable findings that apply to other settings
- Maintains formal control of external sponsors, as well as blame or reward
- Engenders gaming, fear of

- Making sense of developments & helping to shape unfolding direction
- Positioning evaluation as partnering and team learning
- Capturing novel connections & emerging interdependencies
- Aiming for context-specific insights that inform ongoing innovation
- Positing internal accountability & self-organization
- Supporting hunger for learning and success

Adapted from Michael Quinn Patton, from the forthcoming book, "Getting to Maybe."

Welfare Italian System Network

ITALIAN AGENCY FOR DEVELOPMENT COOPERATION

Spread Strategies from Kevin Kelly

Science writer Kevin Kelly asserts that the rules for succeeding in business have changed.

- **Embrace the Swarm**   As power flows away from the center, business advantage belongs to those who learn how to embrace decentralized, self-organizing activity. *Not planned or controlled from the top.*

- **Feed the Web First**   As networks entangle all commerce, an organizations primary focus shifts from maximizing it's "stand-alone" value to maximizing the network's value. Your fortune rises and falls within its web of generative relationships. *Not by investing narrowly in internal capability.*

- **Let Go at the Top**   As innovation accelerates, abandoning highly successful yet soon-to-be-obsolete peaks becomes the paradoxical role of leaders… as everyone searches for the next peaks to climb. *Not defending an old niche.*

- **From Places to Spaces**   As physical proximity (place) is replaced by multiple interactions with anything, anytime, anywhere (taste-space), the opportunities for intermediaries, middlemen, and mid-size niches expand greatly. *Not limiting activity by location or time.*

- **No Harmony, All Flux**   As turbulence and instability become the norm in business, the most effective survival stance is staying innovative… relying on patchwork strategies at the "edge of chaos." *Not seeking stability.*

- **Relationship Tech**   As the soft trumps the hard, the most powerful technologies are those that enhance, amplify, extend, augment, recall, and co-evolve relationships. Put connecting people & human attention first. *Not investing in technology for*

What evaluation approaches bolster distributed control, generative relationships, and non-linear growth?
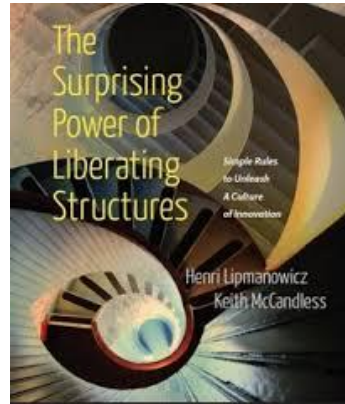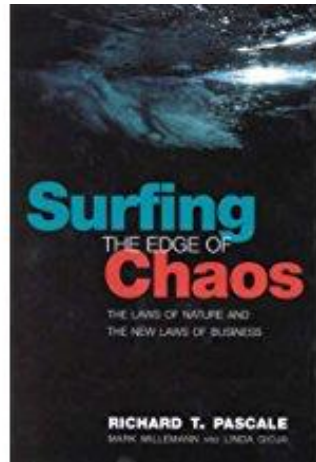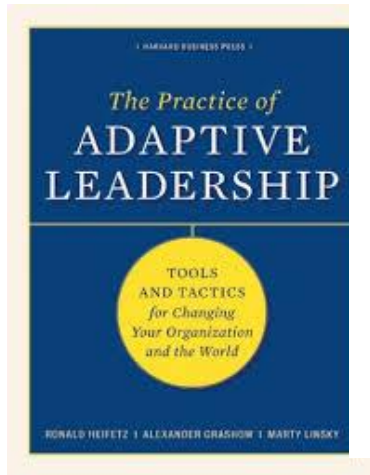
General Suggestions

- **Measuring at multiple levels.** Consider the interdependent performance of the individual, team, department, and enterprise.
- **Measuring across time.** Single snap-shots can tell you about system performance, but the deeper learning comes when you have a sequence and a story to tell.
- **Selecting a vital few measures.** Complex, relational dynamics repeat across an environment, so you can track a small number of critical variables to see the systemic pattern that emerges over time.
- **Making sense of the numbers together.** Success does not rest in the numbers themselves but rather in the insights that the numbers open up. When you make data available to others, they can adapt on their own in concert with others. Narratives help immensely.
- **Coordinating information flow & exchanges.** Match the frequency, flow, and depth of information exchanges among stakeholders with an estimate of what is required to make progress.
- **Paying attention to surprise.** Even when a measurement system is functioning well, it may miss aspects that become significant in the future. Unfamiliar sources can give you early warning or alert you to an opportunity.

WIN
Welfare Improvement Network

ITALIAN AGENCY
FOR DEVELOPMENT
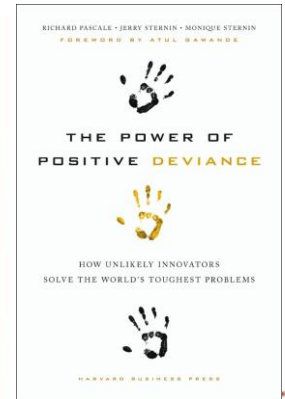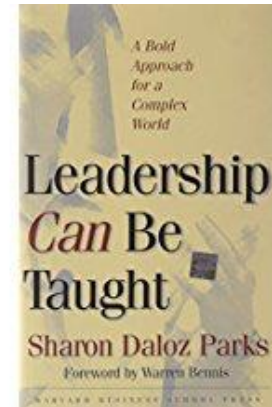COOPERATION

Key M&E questions

- Who needs to know if the initiative is working?
- What kind of information do we need?
- How can we generate the information?
- What will be our indicators for progress?
- Who will generate it?
- How are we going to share that information with the community at large?
- How often?
- Who else needs to be involved?

WIN
Welfare Improvement Network

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION

MORE ABOUT ADAPTIVE LEADERSHIP, COMPLEXITY AND PD

http://www.liberatingstructures.com

Ron Heifetz on Adaptive leadership:
https://www.google.dk/url?sa=t&rct=j&q=&esrc=s&source=video&cd=1&cad=rja&uact=8&ved=0ahUKEwiy8aKL7pPaAhWJL1AKHV4HCncQtwIIJjAA&url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DQfLLDvn0pI8&usg=AOvVaw3qfuOO7pEjykGuZm-nr1Th

Snowden on the Cynefin framework:
https://www.google.dk/url?sa=t&rct=j&q=&esrc=s&source=video&cd=1&cad=rja&uact=8&ved=0ahUKEwigocDi7ZPaAhVHZVAKHe6NBIYQtwIIJjAA&url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DN7oz366X0-8&usg=AOvVaw2ciYZcsPMCzHpeYjJj35Up

Bibliography (1)

- Nesta Innovation Playbook: https://www.nesta.org.uk/toolkit/playbook-for-innovation-learning/
- UNDP Hackers tool kit: http://www.eurasia.undp.org/content/rbec/en/home/library/innovation/hackers-toolkit.html
- Heifetz on Adaptive Lesadership: https://www.dropbox.com/s/tz2i32tp5mnzjmz/Heifetz%20The%20work%20of%20leadership.pdf?dl=0
- PD guide Outline: https://www.dropbox.com/s/wrlrcoqfrs1yqgs/%20PD_Guide_outline.doc?dl=0
- Developmental evaluation primer: https://www.dropbox.com/s/vg8oagew59qtqew/Developmental_Evaluation_Primer.pdf?dl=0
- Evaluating complexity: https://www.dropbox.com/s/n1zka0pi84lcpap/Evaluating_Complexity.pdf?dl=0
- Liberating structures: http://www.liberatingstructures.com

Bibliography (2)

- The power of positive deviance book: https://www.dropbox.com/s/5s7mheopxf46bwi/The%20Power%20of%20Positive%20Deviance.pdf?dl=0
- PD short paper: https://www.dropbox.com/s/8lslk4nlejstu69/Singhal_Value%20of%20Positive%20Deviations_2013_Development%20Magazine.pdf?dl=0
- Leadership and PD: https://www.dropbox.com/s/ycssauf4a9grv0g/Leadership%20and%20PD%20NL_Vol27_No4-Cohn.pdf?dl=0
- What counts for good evidence: https://www.dropbox.com/s/wkw68ovcz7tujj0/What-Counts-as-Good-Evidence-WEB.pdf?dl=0
- Evaluation primer: https://www.dropbox.com/s/vkrgof46khzk9r8/A%20Developmental%20Evaluation%20primer.pdf?dl=0
- Nesta playbook: https://www.dropbox.com/s/047qyb4kpqc5zov/nesta_playbook_for_innovation_learning.pdf?dl=0
- Storytelling: https://www.wiley.com/en-us/Telling+the+Story%3A+The+Heart+and+Soul+of+Successful+Leadership-p-9781118617168
- Design thinking: https://www.press.uchicago.edu/ucp/books/book/distributed/L/bo26296153.html
- Golden rules
- Organizations as machines or conversations: https://www.dropbox.com/s/e16iinxyoom79mq/Suchman%20-%20Organizations%20as%20Machines%20Organizations%20as%20Conversa...%5B1%5D.pdf?dl=0

Win
Welfare Improvement Network

ITALIAN AGENCY
FOR DEVELOPMENT
COOPERATION